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**Richmond, Indiana  
Quality of Life Plan**

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## **1 Richmond Mission Statement**

The City of Richmond, Indiana, is committed to providing a safe, clean, and healthy community for its current and future residents. City leaders are committed to continually improving quality of life and cleanliness of our local environment. The City will publish a comprehensive "State of Richmond Environment" report every third year, with a brief progress report each intervening year. These reports will be available for public review.

The City of Richmond will comply with requirements and voluntary commitments set forth by the Indiana Department of Environmental Management and U.S. Environmental Protection Agency to help ensure all residents, visitors and corporations in our community have access to clean water, clean air, and green space.

Businesses and organizations will be assisted in making sound environmental decisions in accordance with best available technology and practices at every step of their proceedings. Our commitment to the environment will be made evident through energy efficiency in all city departments, conservation of fossil fuel resources throughout city and community facilities and services, and pollution-prevention plans for our air, soil, and water.

This mission statement was adopted by the Richmond Wayne County Environmental Awareness Council and Mayor Sally Hutton in July of 2007. A copy of the document has been provided along with this QLP.

## **2 Environmental Activities and Goals**

### **2.1 Governmental Operations Involved**

The Richmond stakeholder committee is responsible for identifying potential hazards and significant aspects of the City's activities. To do so, Richmond stakeholders identified the following city operations to include in the QLP and systematically identified the potential significant aspects associated with each selected operation's activities.

#### **2.1.1 The City Building**

The City Building includes the following activities: facility operation, building maintenance, janitorial service, grounds maintenance, office activities, and education and outreach. The aspects and impacts associated with these activities are identified below.

#### **2.1.2 Sanitary District**

The Sanitary District includes the following activities: facility operation; building maintenance; janitorial activities; equipment maintenance and repair; grounds maintenance; collection, storage, and handling of waste chemicals, redistribution or disposal of recyclables and waste chemicals; snow removal and deicing; office activities; and education and outreach. The aspects and impacts associated with these activities are identified below.

### **2.2 Roles and Responsibilities of the Stakeholder Committee**

In order to fulfill Richmond's commitment to the environment, goals and objectives are established and reviewed by the Richmond Wayne Environmental Awareness Council (RWEAC), which also serves as the Stakeholder Committee overseeing Richmond's Comprehensive Local Environmental Action Network

(CLEAN) activities. Members of RWEAC include representatives from city government, education, business, and local utilities. Committee members have responsibilities specific to development of the Quality of Life Plan (QLP), described below, and will coordinate with public and private organizations within the Richmond community for the duration of the QLP. This stakeholder committee accepts responsibility for preparing the QLP in accordance with the CLEAN Community Challenge program, submitting the QLP for Indiana Department of Environmental Management (IDEM) approval, and guiding the implementation process within the community. RWEAC works with the City Council to ensure adoption of ordinances and plans that encourage implementation of this QLP. CLEAN actions are in keeping with the sustainability commitments of the recently-adopted Strategic Plan for the City of Richmond.

RWEAC continues its practice of hosting TV programs, workshops and informational luncheons which focus on various ways that businesses and individuals can improve the environment. Many of these will focus on Richmond's CLEAN activities for the duration of the QLP. Specifically, the stakeholder committee is responsible for:

1. Creating a mission statement
2. Identifying the governmental operations to include in Richmond's QLP
3. Identifying, documenting, and prioritizing the aspects and impacts associated with those operations
4. Establishing and documenting goals and targets for high priority impacts
5. Ensuring goals and targets meet all legal requirements
6. Developing, implementing, and documenting action plans to achieve goals and targets for the reduction of negative environmental impacts
7. Documenting and updating relevant city legal and regulatory requirements associated with the identified impacts
8. Developing and implementing environmental awareness and training courses in support of the QLP
9. Improving internal communications regarding environmental issues through solicitation of comments from those City employees involved with implementation of the QLP
10. Improving external communications regarding environmental issues through solicitation of comments on the QLP from local citizens and businesses
11. Documenting all solicitation efforts and received comments in the minutes of the Stakeholder Committee (RWEAC)
12. Documenting all QLP-related external communications and responses from the Stakeholder Committee in the RWEAC minutes
13. Developing and implementing a continual improvement system plan and related documents
14. Establishing operational control procedures and documenting a method to control environmental documentation (Scott & Elijah)
15. Developing and implementing a plan for emergencies and contingencies
16. Establishing procedures for corrective action and providing documentation of the corrective actions taken when deficiencies are discovered in the QLP or emergency action plan

17. Developing a program for periodic internal audits of the continual improvement system and documenting audits performed in RWEAC minutes
18. Annually reviewing the QLP and documenting revisions in RWEAC minutes
19. Developing and implementing a method to measure success of the QLP
20. Documenting improvements and adjustments to the QLP

#### **2.2.1 Mayor**

As the highest executive in city government, Mayor Sally Hutton is responsible for inviting community members and department representatives to participate in the stakeholder committee and implement the QLP. The Mayor is also responsible for adopting a city mission statement by Executive Order or Resolution.

#### **2.2.2 Stakeholder Committee Leader**

Stephanie Hays-Mussoni is the Stakeholder Committee Leader and has the authority and responsibility to:

1. convene the stakeholder committee
2. insure that the QLP is established, implemented and maintained in accordance with the requirements of the Indiana CLEAN Community Challenge program
3. identify specific documents that need to be controlled
4. coordinate QLP document control activities
5. revise and update documents on the Richmond QLP Web page
6. coordinate QLP management reviews
7. insure that an audit of Richmond's QLP and activities is carried out on a yearly basis by an impartial party
8. communicate audit QLP results to responsible departmental managers
9. report to the Mayor on the progress of the QLP
10. communicate Richmond's CLEAN accomplishments to the greater Richmond community

#### **2.2.3 The City Building**

Scott Zimmerman is the Planner for the City of Richmond and is the contact for CLEAN activities taking place within the City Building. Scott is also responsible for coordinating CLEAN efforts with other government entities, as necessary.

#### **2.2.4 Sanitary District**

Elijah Welch is the assistant engineer of the Richmond Sanitary District and is the contact for CLEAN activities taking place within the Sanitary District.

Scott and Elijah are responsible for:

1. identifying and documenting the aspects and impacts associated with their operations
2. assisting in the selection of aspects and the establishment of goals, targets and action plans
3. establishing and maintaining standard operating procedures for selected aspects
4. communicating goals and targets created by the stakeholder committee to employees
5. establishing training for employees so that they can carry out tasks in support of the QLP
6. implementing projects and activities to support the QLP
7. insuring timely completion of action plans for selected aspects
8. maintaining training records and other documentation related to CLEAN activities
9. documenting and updating relevant legal and regulatory requirements

#### **2.3 Prioritization of Environmental Aspects**

The Richmond stakeholder committee went through several steps to identify the aspects and impacts from the City's operations and services. We selected two city departments to include in the QLP. We identified all of the services and activities that occur within each selected department. Using an Environmental Impacts from Municipal Operations Database provided by the Indiana Department of Environmental Management (IDEM), we listed the aspects and impacts of each activity or service. In order to prioritize the environmental aspects, we first combined similar aspects in each operation to eliminate redundancies and rewrote the description of some aspects to reflect more consistent language. We also organized the aspects under the rubrics of Air, Energy, HAZMAT, Materials, Water, and Other. We then established five evaluation criteria which were used to rate the significance of each environmental aspect. The criteria used were:

1. frequency of occurrence of impact
2. severity of impact on human health or the environment
3. potential to use resources more efficiently
4. impact on aesthetic qualities (beauty and appeal) of the community
5. potential reduction in waste to landfill or sanitary plant

Richmond's environmental aspects were rated on each evaluation criterion and assigned a value between 0 and 9: 0 for no effect to 9 for maximum effect. These ratings were completed by a subset of the Stakeholder Committee (Stephanie Hays-Mussoni, Mic Jackson, Elijah Welch, Scott Zimmerman) and then approved with minor modifications by the whole committee. Those aspects with a total rating of 30 or higher were considered, and the committee chose from among that list those five that we felt would be most "do-able" in our setting.

**2.4 Environmental Aspects Chosen**  
**Legal and Regulatory Requirements**  
**Objectives and Targets**  
**Action Plans**  
**Measurements**

**2.4.1 Environmental Goal 1: Air Emissions (Aspect 2)**

Studies have shown that transportation-related activities have the most significant environmental impact of any activity for most organizations or institutions, including the City of Richmond. In addition, most actions taken to reduce transportation-related environmental impacts will also save money for the City. Finally, changes can be introduced and carried out gradually as part of standard training and procurement practices. (related goals: truck route analysis, purchasing policy)

Impacts:

1. Deplete natural resources
2. Degrade air quality
3. Unnecessary financial costs to the City

Goal: Reduce fuel consumption by City-owned vehicles.

Target: Reduce Sanitation Department fuel consumption by 10% during calendar year 2008.

Legal Requirements: None

Other Requirements: None

Action Plan: (IDEM: need to determine who, how and by when for each action item)

1. Develop baseline fuel usage data during calendar year 2007. [Elaine Cook and Jeff Lohmoeller from Sanitation and Tammy Glenn from Finance]
2. Develop and implement administrative procedures for keeping accurate data. [Elaine Cook and Jeff Lohmoeller from Sanitation and Tammy Glenn from Finance]
3. Develop and implement preventive maintenance and monitoring programs on all vehicles and equipment to ensure optimal operating condition. [Jeff Lohmoeller and James Steele from Sanitation and Tim Lingar at the Landfill]
4. Plan routes for trash and recycling trucks to minimize distance traveled. [Elijah Welch and Tim Lingar]
5. Implement a policy and incentive program to promote more efficient idling, vehicle speed, and shifting practices. Work closely with employees and union representatives. This program will need to be reviewed and updated annually. [Elijah Welch, Tim Lingar, Gary Collins (Safety Coordinator for City) and Jeff Lohmoeller]

Measurement:

1. gallons of gasoline, propane and diesel purchased per month

#### 2.4.2 Environmental Goal 2: Electricity used for outdoor lighting (Aspect 5)

Street lights, traffic signals and other outdoor lighting are fundamental to modern life. Because Richmond Power and Light provides electricity at a relatively low cost, there has not been much motivation to reduce electrical demand in order to save money. However, the environmental impacts related to generation of electricity are significant: mercury in drinking water, acid rain, greenhouse gasses and climate change, etc. Small and relatively inexpensive changes in use and waste can lead to significant reductions in electrical demand and environmental impacts. In addition, modern lighting technologies such as LED (light emitting diode) fixtures have made it possible to drastically reduce energy costs. Changes can be gradually implemented as part of standard procurement and maintenance practices. (related goals: energy efficiency and conservation, purchasing policy) It should be noted that Richmond Power and Light began testing an LED traffic signal system in 2006. Initial data indicates 75% savings, with a 3 year payback of initial costs. The City hopes to find grant money to finish implementation of this stoplight system. Once finished, City traffic lights will use 25% of current KWH. (Gus Duke at RP&L is our contact on this.)

Also, Richmond Power and Light is in the process of replacing old street lamps and fixtures with new, requiring about half as many fixtures for equivalent street lighting. This project has been completed on Main Street and is being implemented throughout the City. This lighting system will use 50% fewer KWH. (Brent Wolfe at RP&L is our contact.)

Impacts:

1. Decrease landfill life
2. Hazardous waste
3. Deplete natural resources
4. Degrade air quality
5. Waste City money

Goal: Reduce City outdoor electrical use.

Target: Reduce electrical consumption of City-owned outdoor lighting by 10% during calendar year 2008.

Legal Requirements: Proper disposal of fluorescent bulbs and PCB-containing items

Other Requirements: None

Action Plan: (IDEM - determine who, how and by when)

1. Develop baseline data of electricity used for outdoor lighting during calendar year 2007. [Tammy Glenn, Harry Phillips (Richmond Power and Light) and Mic Jackson (Earlham College)]
2. Develop and implement administrative procedures for keeping accurate data. [Tammy Glenn, Harry Phillips and Mic Jackson]
3. Work with Richmond Power and Light to determine which outdoor lighting technologies should be adopted for the City at this time. [Harry, Brent Wolfe]
4. Utilize return on investment (ROI) analysis for more efficient technologies. [Tammy Glenn, Brent Wolfe]
5. Implement purchasing policy for the gradual adoption of more efficient technologies. [Harry Phillips, Vickie Robinson in Purchasing]



Possible Actions:

1. Install motion sensors and timers in appropriate locations so that light fixtures are on only when needed.
2. Replace Polychlorinated biphenyl (PCB) containing items with non-PCB equivalents. Use proper labels, personal protective equipment, and dispose of PCB-containing equipment as hazardous waste.
3. Choose equipment labeled with the Energy Star or Energy Guide labels to ensure energy efficiency.
4. Recycle or reuse unwanted electronic equipment or parts. Properly dispose of waste parts as needed.
5. Use LED devices in traffic lights and other appropriate applications.
6. Develop a purchasing policy for procuring Energy Star rated equipment and lighting fixtures.

Measurement:

1. number of LED stoplights out of the total number of stoplights
2. number of new energy-efficient fixtures out of the total number of fixtures
3. kilowatt hours usage each month

**2.4.3 Environmental Goal 3: Electricity use in the City Building (Aspect 6)**

This is a ubiquitous aspect, evident in every office and activity of the City. Most people are unaware of the ways in which they use electricity and how much electricity they use or waste through their normal work activities. Because Richmond Power and Light provides electricity at a relatively low cost, there has not been much motivation to reduce electrical demand in order to save money. However, the environmental impacts related to generation of electricity are significant: mercury in drinking water, acid rain, greenhouse gasses, etc. Recent technological advances provide opportunities to reduce electrical usage with no reduction in service. As a result, small and relatively inexpensive changes in use and waste can lead to significant reduction in environmental impacts. Finally, many changes can be introduced and carried out gradually as part of standard procurement and maintenance practices. (related goals: energy efficient appliances and devices, office energy conservation, purchasing policy)

Impacts:

1. Decrease landfill life
2. Hazardous waste
3. Deplete natural resources
4. Degrade air quality
5. Waste City money

Goal: Reduce City indoor electrical use in City buildings.

Target: Reduce electrical consumption in the City Building and the Sanitary District Building by 10% during calendar year 2008.

Legal Requirements: Proper disposal of fluorescent bulbs and PCB-containing items

Other Requirements: None

Action Plan: (IDEM - determine who, how, and by when)

1. Develop baseline data during calendar year 2007. [Tammy Glenn, Harry Phillips, Mic Jackson and J.J. Johnson]
2. Develop and implement administrative procedures for keeping accurate data. [Tammy Glenn, Harry Phillips, Mic Jackson and J.J. Johnson]
3. Implement purchasing policy for the gradual adoption of more efficient technologies. [Vickie Robinson from Purchasing, Harry Phillips]

Possible Actions:

1. Install motion sensors and timers in appropriate locations so that light fixtures are on only when needed.
2. Replace Polychlorinated biphenyl (PCB) containing items with non-PCB equivalents. Use proper labels, personal protective equipment, and dispose of PCB-containing equipment as hazardous waste.
3. Choose equipment labeled with the Energy Star or Energy Guide labels to ensure energy efficiency.
4. Store used, unbroken bulbs in a container labeled "used fluorescent bulbs" or "used halogen bulbs" until they can be recycled.
5. Purchase and install high efficiency windows and doors.
6. Turn off and/or unplug office equipment when not in use.
7. Replace T12 fluorescent fixtures with T8 or T5 fixtures and incandescent bulbs with CFC's (compact fluorescent) where feasible.
8. Recycle or reuse unwanted electronic equipment or parts. Properly dispose of waste parts as needed.
9. Use LED devices in exit lights and other appropriate applications.

Measurement:

1. number of retro-fitted fluorescent bulbs (T12 replaced by T8 or T5), motion sensors, LED exit lights
2. kilowatt hour usage each month
3. number of electronic devices with Energy Star rating

**2.4.4 Environmental Goal 4: Office Paper (Aspect 47)**

Excessive use of paper and ineffective paper recycling programs are related to unnecessary removal of trees from the landscape, introduction of hazardous chemicals into the environment during the paper production process, and unnecessary filling of landfills with paper that could be recycled. Current technologies allow for efficient use of recycled paper in office machines and cost-effective production of recycled paper which has much lower environmental impact than production of paper from timber. Changes can be introduced and carried out gradually as part of standard procurement practices. (related goals: office paper, separation of recyclables, purchasing policy)

Impacts:

1. Deplete natural resources

2. Decrease landfill life
3. Unnecessary financial costs to the City

Goal: Reduce volume of solid paper waste sent to the landfill.

Targets: During calendar year 2008,

1. Reduce office paper consumption – 10%
2. Increase recycling of office paper – 30%
3. Increase purchase and use of recycled paper in place of “virgin” paper – 30%

Legal Requirements: None

Other Requirements: Update City purchasing policy in relation to recycled-content paper. Use such paper where economically feasible.

Action Plan: (IDEM - determine who, how and by when. Develop SOP's for these items.)

1. Develop baseline data during calendar year 2007. [Vickie Robinson in Purchasing, J.J. Johnson, Scott Zimmerman, Elijah Welch, Tim Lingar]
2. Develop and implement administrative procedures for keeping accurate data. [J.J. Johnson, Scott Zimmerman, Elijah Welch, Tim Lingar]
3. Implement purchasing policy for the gradual adoption of more efficient technologies: printers and copiers that can print on both sides with multiple “pages” per page of paper, and can handle recycled paper without maintenance problems. [Vickie Robinson, Bob Murphy (Information Technology for City), Scott Zimmerman]
4. Establish office paper recycling program by 2008. [J.J. Johnson, Tim Lingar, Scott Zimmerman, Elijah Welch]
5. Replace paper with electronic newsletters, billing, and record keeping where feasible. Insure adequate back-ups of electronic documents. [Bob Murphy, Scott Zimmerman]
6. Encourage employees to create a minimal number of copies and ensure correct storage of paper documents to minimize damage. [Scott Zimmerman]

Measurement:

1. amount of paper purchased
2. amount of post-consumer recycled paper purchased versus total paper purchased
3. proportion of office paper equipment with Energy Star rating

#### 2.4.5 Environmental Goal 5: Recyclables (Aspect 49)

Although Richmond has a relatively effective curbside recycling program for residents, very little recycling is accomplished within City buildings and activities. (related goals: separation of recyclables, purchasing policy)

Impacts:

1. Deplete natural resources
2. Decrease landfill life
3. Hazardous waste
4. Add load to wastewater treatment plant
5. Unnecessary financial costs to the City

Goal: Increase recycling of aluminum and steel cans, #1 and #2 plastics, office paper and newspaper. Separate for maximum value.

Target: Achieve a 30% reduction in solid waste going to the landfill from the City Building and the Sanitary District Office during calendar year 2008.

Legal Requirements: None associated with the goal; however, there are legal requirements related to some of the action plan items (grease, oil, antifreeze, batteries, filters)

Other Requirements: None

Action Plan: (IDEM - determine who, how and by when. Develop SOP's for collecting and measuring recyclables)

1. Develop baseline data of amount we currently recycle (excluding paper but including lead-acid batteries, grease, oil, antifreeze, coolants and filters) at the City Building and Sanitary District office during calendar year 2007. [Vickie Robinson, J.J. Johnson, Scott, Elijah, Tim Lingar]
2. Develop and implement administrative procedures for keeping accurate data. [J.J. Johnson, Scott Zimmerman, Elijah Welch, Tim Lingar]
3. Develop and implement recycling infrastructure and procedures in the City Building and the Sanitary District Building: waste and recyclables kiosks, pickup schedules and responsibilities, protocols for separation. [J.J. Johnson, Freddie Bragg (Custodial Support), Tim Lingar, Elijah Welch and Scott Zimmerman]
4. Implement a program to store and recycle waste lead-acid batteries by 2008. (Include Sanitary District, Street Department, Roseview Transit, Police Department.) [Elijah Welch, Tim Lingar]
5. Implement program to recycle grease, oil, antifreeze, coolants and filters by 2008. [Elijah Welch, Tim Lingar]

Measurement:

1. amount of recyclables collected and diverted from landfill

## **2.5 Mentoring Activity**

To fulfill the mentoring requirement of the Indiana CLEAN Community Challenge, Richmond is serving as a point of contact for all communities developing a Quality of Life Plan in pursuit of Indiana CLEAN Community designation. As an early applicant in the Indiana CLEAN Community Challenge, Richmond stakeholders provide assistance and answer questions from prospective Indiana CLEAN Communities via telephone and email correspondence.

The Richmond CLEAN stakeholders are involved in the development and implementation of sustainability component of the City's new Comprehensive Plan. Two of our members are employees of local business that have established Environmental Management Systems programs. We've used their knowledge and experience to help develop Richmond's QLP.

## **2.6 Sustainability Activity**

To fulfill the sustainability requirement of the Indiana CLEAN Community Challenge, the City of Richmond is planning to utilize Tax Increment Financing (TIF) for the environmental projects. TIF is a land development and improvement tool, which will provide Richmond and community stakeholders with a forum and process to manage potential projects for years to come.

## **2.7 Incorporation of Pollution Prevention and Environmental Planning**

When new products or services are developed or existing products or services are modified, those responsible will insure that potential environmental impacts and possible pollution prevention activities are considered by placing these items on meeting agenda during the planning process.

# **3 Implementation and Operation Procedures**

## **3.1 Document Control and Record Keeping Data Collection and Publication**

All Quality of Life Plan (QLP) documents will be controlled. Document control does not apply to environmental records. **Documents** provide instructions, specifications, procedures, requirements, rules, and other kinds of information. **Records** state facts about what has occurred, how, when, by whom, and the results. While documents are occasionally revised in response to changing circumstances, non-conformances, and improvements, records can only be corrected. Records will be maintained for the appropriate period provided by legal requirements and will be archived after five years.

The Mayor's administrative assistant electronically maintains all QLP documents and records on the Richmond QLP website to which all City employees and citizens have read-only access. Original paper documents and records are kept in a filing cabinet at the City Building. Printed copies are available upon request; however, printed copies are not controlled or updated. Revised documents will not be distributed, but can be viewed on the QLP website. Masters and copies of obsolete documents that are retained for preservation of knowledge or legal reasons are moved to a separate electronic file and are kept separate from active documents. Changes in documents are highlighted on the QLP website for at least a month.

Because documents must be understandable to those who are expected to use them, all personnel are encouraged to identify the need for, and propose the issue of, new procedures, work instructions, and other documents that would help carry out their work in conformance with the mission statement and Richmond's QLP procedures. All personnel are also encouraged to critically evaluate the documents they

use and request revisions to correct errors, non-conformances, and inconsistencies. RWEAC (Stakeholder Committee) solicits questions and comments from employees.

The task of analyzing, documenting, and updating legal requirements is the responsibility of each department head. Each department head is also responsible for the ongoing identification of new or modified activities that could potentially be subject to environmental regulations; ongoing review of new environmental regulations; and changes in regulatory requirements

In order to track and maintain the Quality of Life Plan (QLP), the City of Richmond identifies electronic documents by title and date. The current version of the QLP documents are stored in the "QLP current" folder while outdated versions are stored in the "QLP previous" folder. Additional QLP documents are reflected in an updated Table of Contents page.

The Richmond stakeholders may opt to maintain archives of historical documents such as old drawings, specifications, reports, standards, and so on. Archived documents are inactive and are neither maintained nor controlled. Archived documents are stored in a separate electronic folder from active documents, and paper copies are stored at the Richmond Municipal Building.

### **3.2 Employee Awareness and Competence Training for Continual Improvement Revised Job Descriptions**

The purpose of operational procedures is to define activities and provide instructions for carrying out activities within the City of Richmond. Operational procedures explain the what, when, who, and how for each activity; define relevant authorities and responsibilities; instruct who should be informed; and how the results of the activity should be recorded.

Department representatives (Scott and Elijah) are responsible for developing Standard Operating Procedures (SOP's) for the aspects identified within their departments. The purpose of SOP's is to guide personnel in performing specific activities, operations, and tasks, especially those that can result in a significant environmental impact. The SOP's define training content and specifies which groups of personnel must be trained and the frequency of training to ensure environmental awareness and competence. The SOP's will be reviewed and updated annually. Initial SOP's relate only to the 5 environmental goals. SOP's are updated as new QLP goals are adopted.

### **3.3 Emergency and Corrective Action Procedures**

Departmental emergency preparedness and response procedures are established and maintained to respond to and report, as appropriate, accidents, malfunctions, spills, upsets, and other environmental or hazardous materials (HAZMAT) emergency situations; and to mitigate any associated safety or environmental impacts. These procedures also provide for a review of procedures after the occurrence of an accident or emergency.

### **3.4 Documentation of Deficiency Corrections**

Periodic audits, incident review, changes in legal requirements or City activities, and annual review of the QLP may indicate instances of non-conformance. All non-conformances will be reviewed by the Stakeholder Committee Leader and the respective department managers. Upon changes or revisions to procedures and documents, the Stakeholder Committee Leader and respective department managers are responsible for reviewing, revising, rejecting, and issuing the corrective action document. A document is considered to be formally issued when it is authorized by the Environmental Stakeholder Leader and department manager,

and placed onto the QLP Web page. Only the Stakeholder Committee Leader has the authority to request revisions and updates to documents on the Richmond QLP web page.

### **3.5 Communications Procedures**

The purpose of this procedure is to establish general requirements for the work process of conducting internal and external communications for Richmond's Quality of Life Plan.

**Internal communication** presents an overview of Quality of Life Plan procedures to employees of the City, contractors involved with City operations, and all individuals who may affect objectives and targets, compliance, or environmental performance. Internal communication is conducted to assist with the implementation and operation of the Quality of Life Plan. Internal communication occurs in a number of ways:

- through monthly meetings of RWEAC (Stakeholder Committee) which reports to the Mayor and includes QLP implementation and progress as an on-going agenda item
- through monthly meetings of the Mayor's staff, which includes RWEAC members, with department heads
- through "as needed" meetings of QLP leaders with department heads
- through regular meetings of department head with employees
- through the QLP website

These meetings permit exchange of information between all levels of City personnel.

**External Communication** ensures the viability and integrity of the Quality of Life Plan. External communication is conducted as outreach or in response to an inquiry or complaint. Richmond receives communication from external parties through the City's web site and inquiries placed with the Office of the Mayor. Richmond communicates with external parties through the City's Web site and press releases.

## **4 Monitoring and Progress Review**

### **4.1 Review Procedure for Continual Improvement**

Richmond ensures management review of Quality of Life Plan goals through quarterly meetings with stakeholders. During these meetings, stakeholders review the objectives set forth in the Quality of Life Plan and make adjustments to action plans as needed. Stakeholders use these meetings to determine the steps in need of completion during the following quarter and the individuals responsible for implementing these steps.

### **4.2 Audit Procedures**

Stakeholders will review the Quality of Life Plan (QLP) each September using the Indiana CLEAN Community Challenge Audit Checklist (Attachment E). To insure objectivity individuals will not audit their own areas of responsibility. Stakeholders will look for evidence that:

- the QLP is being implemented,
- the QLP is being evaluated for effectiveness, and
- QLP goals are revisited and updated, with improvements made as necessary.

#### **4.3 Document Improvement and Adjustment Procedures**

Stakeholders will review the Quality of Life Plan each September and determine whether modifications are necessary to improve usefulness of the documents being created as part of the QLP process.

#### **4.4 Measurements of Success of QLP**

Success of the Quality of Life Plan is tracked and measured according to the measurement parameters defined in each environmental goal.

#### **4.5 Annual Performance Report Procedure**

This will be posted to the City website after the September reviews.



## 5 Attachments

### 5.1 Attachment A: Stakeholder Committee Members (Richmond Wayne Environmental Awareness Council)

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## 5.2 Attachment B: Prioritized Aspects List

### 5.2.1 Overview

We reduced the number of table entries by eliminating most redundancies, and attempted to rewrite the remaining aspects to reflect more consistent language. Many of the aspects on the original list were actually activities. We removed those or reworded them to be aspects.

We organized aspects by categories: Air, Energy, HAZMAT, Materials, Water and Other.

We have not added any new aspects, but doubt that our current list is exhaustive.

### 5.2.2 Definitions of Ratings Criteria

- Aesthetics (A)  $\Rightarrow$  the aspect reduces beauty and appeal
- Aspect  $\Rightarrow$  an object or substance that can have a negative impact on the environment
- Chosen goals  $\Rightarrow$  which of our initial goals are related to this aspect
- Frequency (F)  $\Rightarrow$  a measure of how common this aspect is in the community, number of occurrences in different locations or over time
- HAZMAT  $\Rightarrow$  Hazardous Materials; substances that pose that threat (typically fire or toxicity) to human health or to the environment
- Resources (R)  $\Rightarrow$  inefficient use of resources
- Severity (S)  $\Rightarrow$  impact on human health or environment
- Waste (W)  $\Rightarrow$  aspect produces solid waste to landfill or sewage to sanitary plant

### 5.2.3 Initial Goals

- purchasing policy – pp
- truck route analysis – tr
- energy conservation – ec
- recycling – rc
- separation -sp

### 5.2.4 Instructions

We rated the negative effect of the aspect on each criterion; 0 for no effect; 9 for maximum effect. We left blank any we did not have the combined knowledge to judge. Those aspects with a total rating of 30 or higher were considered, and the committee chose from among that list those five that we felt would be most “do-able” in our setting. Final selected aspects are shown in **boldface**.

Prioritized Aspects							
Aspect	F	S	R	A	W	Total	Initial Goals
AIR							
1 emissions from cleaning products	9	6	6	1	0	22	pp
2 <b>emissions from equipment and vehicles</b>	9	9	8	4	0	30	tr, pp
3 emissions from application of fertilizer, pesticides or rodenticides	8	6	6	2	0	22	pp
4 air leakage through doors and windows	9	8	9	3	0	29	ec
5 <b>electricity used for outdoor lighting</b>	8	9	9	8	0	34	ec, pp
6 <b>electricity used indoors</b>	9	9	9	8	0	35	ec, pp
7 water heater, uninsulated	8	7	8	1	0	24	ec, pp
HAZMAT							
8 adhesives, caulk, putty, roofing tar	4	6	1	3	7	21	pp
9 aerosol cans	4	5	1	3	7	20	pp
10 animal carcasses	5	6	1	7	7	26	
11 asbestos (floor tiles, mastic, ceiling tiles, pipe wrap, siding, flashing)	7	8	1	3	5	24	
12 chemical spills	3	8	7	5	7	30	pp
13 chemicals used in lab tests	5	4	2	1	1	13	pp
14 ice-control chemicals	6	6	7	5	2	26	pp
15 compressed gasses	5	4	2	1	1	13	pp
16 contaminated soil from excavation	6	7	6	5	8	32	
17 overspray from application of fertilizer, pesticide or rodenticide	7	8	8	5	0	28	
18 dust & paint chips from sandblasting	2	5	1	2	4	14	
19 dust from unpaved roads	2	5	2	6	0	15	
20 freon-containing items	7	7	7	7	7	35	pp
21 fuel used for equipment or vehicles	9	3	9	1	0	22	pp
22 lead pipes and solder	2	7	2	1	1	13	pp
23 lead-containing dust, sand or chips	7	8	2	3	3	23	
24 mercury-containing equipment or drain traps	7	7	1	1	8	24	pp
25 PCB-containing items (ballasts, hydraulic oil)	5	7	1	1	8	22	pp
26 sludge contaminated with regulated metals (Cadmium, copper, lead, mercury)	5	8	5	3	9	30	
27 sludge from sewage	9	8	1	3	9	30	
28 solvents, thinners, metal cleaners, etching compounds	8	8	2	1	6	25	pp
29 spilled antifreeze; brake, radiator, transmission, windshield fluid; fuel; oil; solvents, paints, cleaners	7	8	8	7	5	35	pp
30 storage tanks for fuel or chemicals, above ground	5	3	0	3	0	11	pp

Aspect	F	S	R	A	W	Total	Initial Goals
31 storage tanks for fuel or chemicals, below ground	6	5	0	0	0	11	pp
32 stored new and used fluids & filters (oil, brake, radiator, transmission, antifreeze, windshield), solvents, cleaners	7	3	0	1	0	11	pp
33 unusable fuel or chemicals (contaminated or stored improperly)	5	6	5	7	7	33	
34 waste agrochemicals (incorrectly mixed or stored, rinsate from cleaning equipment or empty containers)	6	7	8	2	8	31	
35 waste batteries (nickel cadmium, lithium, lead acid, etc.)	9	8	8	3	7	35	pp, rc
36 waste fluids from equipment & vehicles (antifreeze, oil, gasoline, diesel, brake fluid)	9	8	7	6	7	37	pp, rc
37 wastes from spill cleanup or containment	6	5	5	5	7	28	
38 wastewater (cleaners, detergents, fertilizer, liquid food, pesticides, rodenticides, salt, septic)	9	9	7	3	9	37	
MATERIALS							
39 construction & demolition debris (brick, concrete, drywall, glass, metals, plastic, shingles, tape, tile, wire, wood)	8	5	4	5	9	31	rc
40 construction materials	5	1	6	2	7	21	pp
41 debris from clearing land	3	5	3	6	7	24	
42 grass clippings, brush, leaves	8	7	2	4	6	27	rc
43 ink toner cartridges for printers	8	5	4	1	2	20	pp, rc
44 litter	8	5	7	8	5	33	
45 metal parts (tire weights, wheels, brake drums, nuts, bolts, body parts, ...)	8	2	7	3	7	27	rc
46 waste paints	5	3	5	2	5	20	pp, rc
47 <b>paper, office</b>	9	8	8	2	9	36	pp, rc
48 personal protective equipment	2	2	3	1	2	10	pp
49 <b>recyclables</b>	9	8	9	6	9	41	pp, rc, sp
50 soil erosion	8	8	8	7	1	32	
51 solid waste from paved surfaces (grit, litter, leaves, sweeper brushes)	4	3	3	5	2	17	
52 surplus recycling bins	3	1	8	1	0	13	pp, rc
53 used tires	8	8	8	9	8	41	pp, rc
54 waste carpet	7	6	7	1	7	28	pp, rc
55 waste packing materials (cardboard, paper, styrofoam, ...)	9	2	8	1	8	28	
56 waste electronic equipment	7	6	7	1	6	27	pp, rc

Aspect	F	S	R	A	W	Total	Initial Goals
WATER							
57 backflow, cross connections, stormwater infiltration	2	7	7	6	5	27	
58 chemical contaminated runoff from cleaning	8	8	3	1	0	20	
59 impermeable surfaces (roads, parking lots, ...)	9	8	3	7	0	27	
60 leachate	9	8	4	1	7	29	
61 stormwater runoff	8	8	7	7	1	31	
62 wastewater overflows or spills	5	8	3	5	1	22	
63 waste or storm water infiltration into drinking water lines	2	8	5	7	0	22	
64 water and sediment from flushing lines and hydrants or cleaning and unclogging sewers	4	3	2	5	3	17	
65 water use	8	6	4	1	5	24	ec
OTHER							
66 disturbed native flora or fauna	3	5	2	7	0	17	

### 5.3 Attachment C: Emergency Response System Chain

The reporter of any spill or accident involving hazardous materials is to call 911. The 911 operator will notify the Richmond Fire and Police Departments as well as the Wayne County Emergency Management Agency. The actions taken at that point depend on the scope and severity of the emergency. The protocols are described in the Wayne County Comprehensive Emergency Management Plan, as updated in July 2006. (Fred Griffin, Director, Wayne County Emergency Management Agency / LEPC, ema@co.wayne.in.us)

### 5.4 Attachment D: Indiana CLEAN Community Challenge Audit Checklist

This checklist begins on the next page.

Attachment: D

Satisfactory (S)  
Unsatisfactory (U)

Satisfactory (S)  
Unsatisfactory (U)

Program Requirement	Should Answer These Questions	Objective Evidence / Comments / Notes
<p><b>CLEAN Community Challenge Program Requirements</b></p> <p><b>Quality of Life Plan (QLP) General requirements</b></p> <p>The organization shall establish, document, implement, maintain and continually improve its Quality of Life Plan in accordance with the requirements of the program guidelines.</p> <p><i>The organization shall select and document specific departments to include in the CLEAN Community Challenge.</i></p>	<p>-Show the QLP</p> <p>-Show that it is being implemented</p> <p>-Show that it has been updated</p>	<p>-The documented QLP</p> <p>-Evidence of any action described in QLP, interviews, minutes from reviews, audit records, measurable data for action plans, evidence of communication etc.</p> <p>-Edits to the plan, changes to programs, changes to procedures, changed roles, audit results and corrective action etc.</p>

# INDIANA CLEAN COMMUNITY CHALLENGE AUDIT CHECKLIST

Attachment

Municipality: Richmond

Satisfactory (S)  
Unsatisfactory (U)

Program Requirement	Should Answer These Questions	Objective Evidence / Comments / Notes
<b>1. Mission Statement</b>		
The governing body shall appoint an environmental team and a leader of this stakeholder group.	-Describe or show list of who is in stakeholder group and who is leader	-any list (email, phone numbers etc.), meeting minutes etc. -there should be a designated leader
The stakeholder group shall define and document the organization's Mission Statement and it shall be adopted through an Executive Order, Resolution, or Ordinance.	-Show proof that Mission Statement was adopted	-Official resolution, executive order or ordinance adopting Mission Statement
The Mission Statement shall include:	-Does the Mission Statement include items a)-d)?	-must see each item mentioned in some manner in the Mission Statement
<ul style="list-style-type: none"> <li>a) a commitment to compliance with legal and voluntary commitments,</li> <li>b) pollution prevention,</li> <li>c) a commitment to continuous environmental improvement,</li> <li>d) a commitment to share environmental decisions and performance information with the community.</li> </ul>		

# INDIANA CLEAN COMMUNITY CHALLENGE AUDIT CHECKLIST

Attachment D

Municipality: Richmond

Satisfactory (S)  
Unsatisfactory (U)

Program Requirement	Should Answer These Questions	Objective Evidence / Comments / Notes
<b>2. Environmental Activities and Goals</b> The municipality shall: <ul style="list-style-type: none"> <li>a) Assign clear roles and responsibilities for stakeholders and local government personnel and include such in the QLP</li> <li>b) Determine which governmental operations are to be included in the Plan.</li> <li>c) Identify and document the environmental aspects associated with government operations</li> <li>d) Prioritize the aspects and document the procedure in the QLP</li> <li>e) Select five of the aspects to include in the QLP</li> <li>f) Record and update the regulatory requirements associated with the five selected aspects.</li> <li>g) Ensure compliance with all applicable requirements.</li> <li>h) Establish and document objectives and targets for each of the five selected aspects.</li> <li>i) Ensure that the objectives and targets promote compliance, prevention of pollution and continual environmental performance.</li> <li>j) Identify measurable parameters for monitoring progress toward goals.</li> <li>k) Establish, document, and implement action plans for reaching goals</li> <li>l) Action plans should identify responsibilities, means and time frame for reaching targets.</li> </ul>	<ul style="list-style-type: none"> <li>a) Does QLP describe roles for stakeholders and government personnel? Is it up to date?</li> <li>b) Which government operations are in QLP and are they up to date</li> <li>c) Show list of aspects for operations</li> <li>d) Show procedure for prioritizing aspects and evidence that it was done.</li> <li>e) Show list of five aspects selected</li> <li>f) Show list of regulatory requirements for the five aspects</li> <li>g) Are you complying</li> <li>h) Show objectives &amp; targets</li> <li>i) Do objectives &amp; targets promote compliance, p2 and improvement</li> <li>j) How are you measuring progress</li> <li>k) Show action plans</li> <li>l) Do they include roles, means, time</li> </ul>	<ul style="list-style-type: none"> <li>a) In QLP: organizational chart, list of roles, or reference to other documents describing roles, interviews, memos, etc. showing roles are being implemented, check against current plan (current department, goals, etc.)</li> <li>b) List of operations reflecting current objectives and targets</li> <li>c) List of aspects, record of use of municipal web tool</li> <li>d) QLP should include a procedure and matrix, table, list or other doc. Showing it was done</li> <li>e) Should be listed in QLP</li> <li>f) List of regulatory requirements either in QLP or referenced in QLP</li> <li>g) Visual check, interviews, records</li> <li>h) Objectives and targets in QLP</li> <li>i) Checked against legal requirements, reduced pollutants, improved operations, less problems</li> <li>j) Description of measurements, data, charts,</li> <li>k) Action plans in QLP</li> <li>l) QLP, are roles, time, means implemented</li> </ul>



# INDIANA CLEAN COMMUNITY CHALLENGE AUDIT CHECKLIST

Attachment D

Municipality: R. Richmond

Satisfactory (S)  
Unsatisfactory (U)

Program Requirement	Should Answer These Questions	Objective Evidence / Comments / Notes
<b>3. Implementation and Operational Procedures</b>  The municipality shall: a) Establish, document and implement a procedure for implementing and maintaining QLP documentation b) Ensure employee environmental competence and awareness; and, awareness of CLEAN activities. c) Incorporate pollution prevention planning in the development of new processes and services, and modifications of existing processes and services. d) Develop, document, and implement plans for emergency response and corrective actions for deficiencies in the QLP. e) Establish and implement procedures for internal and external communication.	a) Show procedure, show implementation  b) Evaluated competence and training needs, evidence they are met.  c) Show me how pollution prevention is promoted and incorporated  d) Show me emergency response plan and for correcting deficiencies  e) Show procedure for internal and external communication	a) Written procedure for limiting access, tracking changes, managing obsolete documents, etc.? Review documents and interview for evidence of implementation  b) Training or experience requirements on list or in job description, records it is provided, interview employees  c) In training programs, SOPs and job descriptions  d) Updated documented plan and procedure for correcting deficiencies, records, memos, minutes etc. showing implementation  e) Written procedure for receiving and providing internal and external communication records, memos etc, showing implementation

# INDIANA CLEAN COMMUNITY CHALLENGE AUDIT CHECKLIST

Municipality: Richmond Attachment <sup>2</sup>  
 Satisfactory (S)  
 Unsatisfactory (U)

Program Requirement	Should Answer These Questions	Objective Evidence / Comments / Notes
<b>4. Monitoring and Progress Review</b>  The municipality must: a) Develop, document, and implement a procedure to review progress of QLP and ensure continual improvement b) Develop, document, and implement an internal audit procedure c) Document audits performed Develop, document, and implement a procedure to document improvements and adjustments to the QLP	a) Show procedure and implementation b) Show procedure for internal audits c) ? Show procedure, show how document control is maintained	a) Show meeting minutes and records of QLP discussion b) ? c) Show documentation of audit performed and audit results d) Show tracking sheet, log, or meeting minutes with QLP improvements and adjustments

# INDIANA CLEAN COMMUNITY CHALLENGE AUDIT CHECKLIST

Attachment 2

Municipality: Richmond

Satisfactory (S)  
Unsatisfactory (U)

Program Requirement	Should Answer These Questions	Objective Evidence / Comments / Notes
<b>5. Community and Business Outreach</b>  The municipality must: <ul style="list-style-type: none"> <li>a) Develop, document, and implement a procedure to inform the community and business of important issues related to the community's environmental performance.</li> <li>b) Develop, document, and implement a procedure to provide the community with progress toward achieving objectives and targets for each of the five activities.</li> </ul>	<ul style="list-style-type: none"> <li>a) Show procedure and implementation</li> <li>b) Show procedure</li> </ul>	<ul style="list-style-type: none"> <li>a) Show evidence of material presented to community: website, handouts, mailing stuffers, newspaper articles, etc.</li> <li>b) Show evidence of how information was provided to community: website, handouts, mailing stuffers, newspaper articles, etc.</li> </ul>

